

Hofstede: Cultures and Organizations

TABLE 2.3 Key Differences Between Small- and Large-Power-Distance

Societies: General Norm, Family, and School

SMALL POWER DISTANCE	LARGE POWER DISTANCE
Inequalities among people should be minimized.	Inequalities among people are expected and desired.
Social relationships should be handled with care.	Status should be balanced with restraint.
There should be, and there is to some extent, interdependence between less and more powerful people.	Less powerful people should be dependent; they are polarized between dependence and counterdependence.
Parents treat children as equals.	Parents teach children obedience.
Children treat parents and older relatives as equals.	Respect for parents and older relatives is a basic and lifelong virtue.
Children play no role in old-age security of parents.	Children are a source of old-age security to parents.
Students treat teachers as equals.	Students give teachers respect, even outside of class.
Teachers expect initiative from students in class.	Teachers should take all initiative in class.
Teachers are experts who transfer impersonal truths.	Teachers are gurus who transfer personal wisdom.
Quality of learning depends on two-way communication and excellence of students.	Quality of learning depends on excellence of teacher.
Less educated persons hold more authoritarian values than more educated persons.	Both more and less educated persons show equally authoritarian values.
Educational policy focuses on secondary schools.	Educational policy focuses on universities.